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MINUTES OF STAFF MEETING  
ADMINISTRATIVE STAFF CHIEFS

12 November 1954

1. Colonel White observed that there appear to have been far too many purely administrative errors which have resulted in claims against CIA. He asked that Administrative Officers check any doubtful decisions in advance with the General Counsel or Mr. Saunders, before the ground work was laid for a potentially troublesome claim situation. Mr. Reynolds added that he felt that "backdoor recruiting," wherein commitments were made by unauthorized individuals in the name of the Agency regarding employment and monetary benefits pertaining thereto, was the cause of much subsequent difficulty. Mr. [REDACTED] said that he had briefed the Inspector General on the legal aspects and background of confidential funds through the medium of a study on this topic prepared by the General Counsel's office. Colonel White said that he felt this study should be required reading for all Administrative Officers, and urged everyone present to make wider use of this document, extra copies of which are available through Mr. [REDACTED] office. Colonel White 25X1A9a added that it was his feeling that many claims were submitted to the Inspector General because of a feeling that Mr. Kirkpatrick's office stood a better chance of effecting payment than if the claim were brought up through the normal procedural channels. Colonel White said that we should encourage the submission of these claims through the office of the Deputy Director (Administration), and that recourse to the Inspector General should be reserved only for unusual cases. He also asked that office heads and staff chiefs make sure that where any one of their divisions encountered a situation where they did not have authority to make payment on a claim, but which they thought could and should be made under the law, that the matter not stop there but be referred to the appropriate next higher echelon for further consideration, with an accompanying recommendation in each case.

2. Colonel Edwards spoke of a recent Agency-wide study by his Inspection Staff on the question of Top Secret document control procedures. Results of this study show that while the mechanism for maintaining these controls is adequate, or nearly so, the question of compliance is another matter. The main difficulty appears to be one of carelessness in maintaining document accountability records, both on individual documents and on document logs. It is Colonel Edwards' feeling that the CIA Classification Control Officer, Mr. [REDACTED] is not getting proper backing from the individual office heads. He added that it was the responsibility of each office head or staff chief to tighten up the Top Secret document control procedures applicable to his own office.

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3. Colonel White mentioned numerous recent inquiries from within the Agency regarding the current series of articles on CIA, running in the SATURDAY EVENING POST. Many of those making inquiry of Colonel White seemed to feel that the magazine had been extremely liberal with what had been regarded inside the Agency as "trade secrets." Colonel White said that Mr. Kirkpatrick is drafting a paper on this matter for review by the DCI, with the possibility that some statement will be forthcoming from the latter office in this instance.

4. On the topic of personnel ceilings within the Agency, Colonel White noted that the Management Staff was still working on this problem, particularly that aspect which concerns those categories of people who are to be counted within ceiling estimates. In connection with recent T/O submissions, Colonel White noted that he has not approved any requests to exceed presently authorized ceilings, since the backlog of vacancies still remains very high, comparatively.

5. Colonel White read from a memorandum signed by the Assistant Director for Personnel, calling attention to certain changes in the eligibility criteria for the Program for the Career Development of Junior Personnel, which changes were made by the CIA Career Council on 23 September 1954. He noted that the substance of these changes had been transmitted to office heads and staff chiefs in DD/A by memorandum more than a month ago, but because of the imminent meeting of the Junior Career Development Selection Committee next month, he asked for everyone to re-examine both the new criteria, and personnel in their offices who might now be eligible under them. The major changes covered in the memorandum from Mr. Reynolds were that (a) a course in basic intelligence which had been an absolute prerequisite for eligibility under the original Notice No. [REDACTED] was now made optional, and (b) the educational requirements which had earlier stood at a minimum of a bachelor's degree from an accredited college or university were now amended to read "a bachelor's degree . . . or its equivalent in terms of satisfactory Agency experience or a combination of formal education and such experience." This latter change would, according to Colonel White, move a considerable number of people in the Agency into the area of eligibility.

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6. Colonel White mentioned the matter of improving telephone courtesy within the Agency and indicated that he did not have much sympathy with the considerable amount of telephone protocol frequently engaged in by certain secretaries within the Agency. He announced that he was in favor of utilizing the phrase "Who is calling?" as a matter of simple courtesy, explaining that if an individual placing the call did not take the trouble to identify himself, it was too much to expect each secretary to be completely familiar with the voice of everyone who might call. He asked that a check be made with the Office of Training to ascertain whether this matter of telephone courtesy is currently being covered in the training of new secretarial employees.

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7. Colonel White mentioned that a test of ODM-FCDA emergency facilities would be held in Washington for Government agencies on Saturday, 20 November. This Agency will participate. Some of our senior officials will proceed to the ODM emergency location and others to our own emergency area. Mr. [REDACTED] of the Security Office, will develop instructions on our participation in this simulated alert, and these will go out early next week.

6. Colonel White said that it was his opinion that a considerable amount of travel now being performed on unvouchered funds could be more properly handled on vouchered funds. A check on travel during the month of September showed that approximately 40 percent of the domestic travel on unvouchered funds was performed by individuals being paid their salaries from vouchered funds. Colonel White said that it was the feeling of the DCI that we should make as wide use of vouchered money as possible for this purpose and that vouchered funds be used in every instance where it was clearly indicated that to do so would not be inconsistent with security. Mr. [REDACTED] asked if Colonel Edwards' office should determine the criteria for travel on vouchered funds in doubtful cases. To this, Colonel White said that he did not believe the matter was that complicated but that the present wide use of unvouchered funds was, in part, traceable to the feeling on the part of many employees that unvouchered funds were "easier to handle" and "easier to voucher for." This is not so. Mr. Saunders observed that the only difference is that a Transportation Request is provided for the traveler moving on vouchered funds in the zone of the interior. He did admit that travel advances were easier to obtain on unvouchered funds because the entire transaction was carried on completely within the Agency. Travel advances on vouchered funds come from the United States Treasury and are in the form of a Treasury check. In this context Colonel White said he felt we had been entirely too liberal in the size of our travel advances, since there were many cases where employees had been "carried away" by the amount of money in their possession and had frequently asked for considerable leniency in making repayment of these advances over a period of months. This places the employee and the Agency in a totally undesirable situation.

9. Colonel White said that the Director was concerned over the failure of many employees and Agency officials to report sensitive contacts which they have made in the interest of the Agency, to his office. Colonel White pointed out that through failure to keep the Director's office posted on the nature and number of these contacts with important or controversial figures, the Director could be made to look foolish if such negotiations were brought to his attention outside the Agency. Colonel White said that this was not a matter on which stern regulations could be developed but that it was primarily a problem of exercising good judgment on the part of each individual making such contacts. Mr. Reynolds stated that the Contact Division of the Office of Operations should be informed of these contacts too.

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10. Colonel White noted that the Hoover Commission Task Force has begun its work and added that the present plan was for General Clark and Colonel Lane to concern themselves primarily with the Deputy Director (Plans) area, while Admiral Connally, assisted by Colonel Miller and Messrs. Magruder and Foley, was to study the remainder of CIA. Colonel White said that hearings which are expected to last approximately six weeks have already started on the Deputy Director (Intelligence) organization. The plan had originally been for the Deputy Director (Administration) area to be examined first, but the Director had ventured the opinion that the Task Force might wish to see how the money was spent first and then later concern themselves with the mechanism through which expenditures are made. In any event, it is planned to have the Office of Personnel come up last for examination, and, based upon present time tables, this would not be until after the first of the year, since the estimate now is for the DD/A organization to come before the Task Force around 1 January 1955. There still exists a possibility that General Clark and Colonel Lane may also concern themselves with the Offices of Communications and Training, although this matter has not yet been decided. Actual briefing plans have not yet been set for the DD/A organization, though a detailed plan will be formulated in advance of January. Colonel White said that it was his understanding that General Clark planned a complete and careful look at the entire operation of the Agency, taking into consideration the content of the Doolittle report but not being limited in any way by the previous findings. Colonel White urged all those persons participating in the hearings to exercise discretion in discussing their relationships with other components of the Agency. Dr. Tietjen asked if it would be proper to bring up certain problems, in the solution of which General Clark's people might be of assistance, i.e., the question of medical care for dependents of employees overseas. To this, Colonel White replied affirmatively.

11. Colonel White said that the current rash of chain letters making the rounds in Washington, involving certain areas of the defense establishment, had been brought to the attention of the DCI, and the latter felt strongly that no individual in CIA should become involved in matters of this sort. Colonel White also observed that the Director wanted to insure that anything transpiring within the Agency which might be of interest to the press be coordinated with Colonel Stanley J. Grogan immediately. The recent fire in the basement of Central Building was cited as an example of an incident involving the Agency which reached the papers without the knowledge of either Colonel Grogan or the Director.

12. Mr. Garrison gave a verbal report on his recent trip to Europe and noted that a written summary was being filed today with the Office of the Deputy Director (Administration). Some of the matters mentioned by Mr. Garrison in this verbal report were as follows:

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a. The matter of accountability and property records had significantly improved in Europe, and fairly accurate stock status reports now exist on all materiel in the European area. As a result of the improvement in our records keeping system on Agency property in that area, surpluses have not only been discovered in some critical items, but redistribution of these surpluses has been effected.

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b. As a result of meetings held on Mr. Garrison's trip, new logistics support techniques have been worked out with the Air Force in Europe through SCAFEUR.

[REDACTED] is going along nicely. Temporary structures are being erected, with a 35-year life expectancy, supposing no maintenance, but with good maintenance, having a 70-year life expectancy.

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[REDACTED]  
d. Mr. Garrison commented on the situation existing in [REDACTED]

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e. Mr. Garrison observed that he felt there was need for headquarters policy guidance on the question of vehicular transportation, especially regarding the proper allocation of official vehicles to various stations. He cited [REDACTED] being the place where tightened administrative controls had effected the best reduction in the number of necessary vehicles, i.e., from 27 to 6. He added that he looked forward to a further reduction in the number of vehicles required abroad.

f. Mr. Garrison said that at each station he visited, real estate, transportation, and logistics problems were taken up on an individual basis with that station, and considerable progress was made in each instance.

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Mr. [REDACTED] said that it was his hope, speaking for the Deputy Director (Intelligence) organization, that the matter of the storage of household goods in [REDACTED] presently being undertaken at the expense of individual employees, could be adequately solved. He then suggested that it might be well to explore the possibility of asking the Director to declare [REDACTED] an emergency area, in order to permit the payment of the storage charges now being incurred by CIA employees finding themselves restricted through [REDACTED] law. Colonel White said that it was his intention to look further into this matter.

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ADMINISTRATIVE STAFF CHIEFS

12 November 1954

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